

27 June 2024

s 9(2)(a)

Tēnā koe s 9(2)(a)

Thank you for your request to Kāinga Ora – Homes and Communities, dated 3 April 2024, under the Official Information Act 1982 (the Act). You refined your request on 15 April 2024 to:

*“communications between people leaders and staff between 28 Jan and 3 April 2024 in relation to change processes affecting staff.
Please also advise whether any final decisions have been made, and what changes have been made.”*

On 11 June 2024, we advised you that we had decided to grant your request for the information, however we needed more time to prepare the information for release.

We have interpreted your request as being for substantial communications from people leaders (tier 2 or tier 3) to staff about the changes and not including communications between people leaders and individual staff. Please find attached the information requested. Our change processes are currently in progress and information up to 10 May 2024 is being provided to you. Some information is withheld under section 9(2)(a) of the Act to protect the privacy of natural persons.

The information being released includes proposal documents and corresponding decision documents for the following teams, where consultation is complete, as at 10 May 2024.

- Government and Sector Relationships
- People team
- Safety Support and Wellbeing team

Some proposal documents are withheld in full under section 9(2)(ba) to protect information which is subject to an obligation of confidence. This includes proposals where consultation has not been completed.

Since Kāinga Ora was established in 2019, the breadth of work we have been tasked to deliver has been expanded significantly and our workforce scaled up to ensure delivery of government expectations at that time.

We have continued to perform our core functions, whilst at the same time we have continued to review and re-evaluate our workforce needs to ensure we are operating as efficiently as possible. These reviews have been conducted via internally focused change programmes aimed at achieving ongoing efficiencies and meeting financial sustainability measures.

Kāinga Ora is now responding further to government direction to identify additional potential savings whilst maintaining delivery of core functions and services.

In November 2023 Kāinga Ora introduced recruitment restrictions for all roles that were not frontline or customer-facing. A total of 300 roles were removed from budgets. All vacancies have been examined rigorously to determine whether replacements are required, and fixed term roles have not been

renewed. No redundancies or change processes were required at this time as part of the initial savings.

The next phase is focused on achieving further efficiencies through changes to work practices, ongoing reprioritisation and consequent reductions in the volume of work we undertake in some support (or back-office) functions.

There will be job losses as a consequence of this work. We are very mindful of the impact this is having on our people, so we are following a staged, considered process that enables us to both comply with our legal and contractual obligations, and support our people to deal with the change.

The exact number of positions that will be disestablished will not be finalised until we have completed consultation with affected people, and Kāinga Ora will also be offering voluntary redundancy to people in the affected teams.

Change proposals for other teams within Kāinga Ora will be shared for consultation with people in affected roles in the coming months.

The Budget has also signalled that further reductions will be required.

You have the right to seek an investigation and review by the Ombudsman of my decision on your request. Information about how to make a complaint is available at www.ombudsman.parliament.nz or Freephone 0800 802 602.

Please note that Kāinga Ora proactively releases its responses to official information requests where possible. Our response to your request may be published at <https://kaingaora.govt.nz/publications/official-information-requests/>, with your personal information removed.

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'A. McKenzie', with a stylized flourish at the end.

Andrew McKenzie
Chief Executive

Frequently Asked Questions

PGC Realignment Project

14 March 2024



Why is the PGC Realignment Project doing this work?

The PGC Realignment is a continuation of work that was initiated 18 months ago to design more efficient ways of working, with faster delivery of high value results for Kāinga Ora at lower cost.

Why are we making these changes prior to the outcome of the external review? Why wouldn't we wait?

The PGC Realignment is a continuation of work that was initiated 18 months ago to design more efficient ways of working, with faster delivery of high value results for Kāinga Ora at lower cost.

We will take the review outcomes into account to help inform the proposed design and consultation.

Who is in the PGC Realignment team?

This team includes people from the following teams:

- PGC Advisory Services team
- People team
- Project management Services
- Internal Communications
- And is supported by SMEs where required.

Who is working on the Continuous Delivery proposal?

The team includes people from the following teams:

- Organisational Improvement
- Information and Intelligence
- Technology
- People team
- Risk Oversight

This team will be making recommendations to the GM PGC, who will make final decisions on the changes proposed through the consultation process. CELG will also endorse these decisions.

What is the difference between restructure and realignment?

The purpose of this work is to realign the PGC workforce so it meets the requirements of our operating context, including the financial environment and the services we need to deliver.

That's why the overall title is the PGC Realignment project. There will be restructuring of some teams as a result of this work.

Will there be redundancies / job losses?

There will be a reduction in the number of roles in PGC. It is likely that there will be some redundancies as a result of this process.

Who makes the decisions about new structure / disestablished roles?

The purpose of the upcoming consultation processes is to get feedback on the proposed changes to the structure of some teams.

We will be consulting with the teams who are affected, and the General Manager PGC will sign off the final decisions with CELG endorsement.

Are there agreed numbers / targets / goals?

The outcome of this process is for the PGC group to be sized appropriately in line with our budget and the services we need to deliver.

The purpose of the Realignment Project is to determine those details, so we have a sound basis for consultation. Right now, different options are being explored and tested.

What can you tell me right now about voluntary redundancies? (e.g. is it an option, when will it be an option)

We are working through the principles with CELG over the next weeks; the approach to voluntary redundancies is one of those.

What will the process be around disestablished roles?

We are working through this with the CELG to ensure the process that's applied is fair and appropriate. This will be included in the consultation documents.

Will existing projects be addressed in the consultation docs? Will my project exist in the new model?

After our consultation has been completed and as part of implementation planning, we will then assess:

- In-flight projects on a case-by-case basis to determine which could benefit from transition into our Continuous Delivery model and,
- which projects should be completed under their current project settings.

We will communicate with projects when we are starting those assessments and make them aware of how this will be managed.

What can we expect Comms wise over the next while?

We want to communicate with you when there is useful information to share. The PGC Realignment team will send a regular email which includes answers to FAQs, updated timeframes and key updates where required.

When there are updates specific to teams or groups, they will be shared directly.

You are welcome to email questions through to the PGC Realignment inbox.

If you still have questions, please send them through to PGC.Realignment@kaingaora.govt.nz

From: [PGC Realignment](#)
Subject: Update and FAQs on PGC Realignment Project
Date: Thursday, 14 March 2024 12:04:27 PM
Attachments: [PGC Realignment Frequently Asked Questions 14 March 2024.pdf](#)

Kia ora koutou,

On 29 February, Rowan Macrae, General Manager – People, Governance and Capability provided an update on the PGC Realignment Project that is now underway.

This is the first of our regular email updates to remind you what is happening, update you on what you need to know and share some of the questions we have received.

PGC Realignment Project

The PGC Realignment Project team is now preparing proposals to take to those teams in PGC that form part of the project.

Reminder why we are doing this mahi

- The PGC Realignment Project will help us position ourselves for the future. It has been endorsed by our Chief Executive Leadership Group.
- The outcome of consultation, after feedback from the teams involved, is to ensure People, Governance and Capability is sized appropriately in line with our budget and the services we need to deliver.
- This means that there will be changes to the size and specialisations of some teams, and in some cases, a reduction in role numbers.

Questions and Answers

We will share with you the answers to some of our most frequently asked questions on a regular basis to support you through this process. This week's FAQs are attached to this email.

Indicative timeframes

See below for a reminder of the indicative dates for each team.

Please note: These timeframes are subject to change. We will come back to you with up-to-date timeframes as we progress through this mahi.

Governance team	
Governance team move to report to Greg Groufsky, DCE Government and Sector Relationships.	Changes have been actioned
Internal Communications team stay in PGC and report directly to Rowan Macrae.	Changes have been actioned
People team and Safety Support and Wellbeing team	
Draft Proposals on changes to PGC FTE roles and repositioning of teams if required (Individualised to each team.)	Early April
Consultation period - We will also be holding interactive sessions and drop-in sessions.	Throughout April
Consideration period.	Two weeks following close of consultation
Final decisions released accompanied by doc that shows outcomes from feedback. These dates will be confirmed during the consultation.	Mid-May
Implementation.	May /June

Project ends and changes in place.	End June
Continuous Delivery - Organisational Improvement, Technology, Information and Intelligence The Continuous Delivery timeframes will be slightly longer as we are proposing a change to their operating model. They will receive their proposal in early May.	
Draft Proposals on changes to PGC FTE roles and repositioning of teams if required (Individualised to each team.)	Early May
Consultation period - We will also be holding interactive sessions and drop-in sessions.	Throughout May
Consideration period.	Two weeks following close of consultation
Final decisions released accompanied by doc that shows outcomes from feedback. These dates will be confirmed during the consultation.	Mid-June
Implementation.	June /July
Project ends and changes in place.	End July

If you work in one of those teams:

- We will consult with you on any proposed changes for your team.
- Any changes to your team will be consulted with your team members only.
- You can provide feedback individually or as a team.
- We are engaging with the PSA throughout this process.
- You will have access to confidential support via EAP and other providers.

As we get closer to sharing the proposals, we will provide more information on how you can provide feedback on any proposed changes to your team.

Support with navigating change

Remember the [Navigating Change](#) page has been set up to provide you with all our information on support services available to you. It will be updated as we add more resources to support you and your team members / colleagues.

We all respond to change differently, so it's important to act with Manaakitanga and seek help if you're feeling worried, overwhelmed or out of sorts.

Do you have a question?

Email them through to PGC.Realignment@kaingaora.govt.nz

Frequently Asked Questions

PGC Realignment Project

20 March 2024



What happens if I am going on extended leave, is there anything I need to do?

If your role is based in PGC (or you are on secondment, but your substantive role is in PGC) and you are going on extended leave, including annual leave, parental leave, sick leave, this is what you need to do:

- Make sure your People Leader has your contact information.
- Send an email to PGC.Realignment@kaingaora.govt.nz with the dates you are going on leave and your contact details – phone number and personal email.

We need this information to keep you up to date and in case we need to consult with you on any changes. This information will only be stored while the PGC Realignment Project is in place and will be destroyed afterwards.

Will being on leave / secondment disadvantage me in this process?

Nobody will be disadvantaged through this process due to being on leave or being on secondment.

We will keep people well informed about what they need to do and by when, including if you are on secondment or on leave during this period.

What will the process be around existing secondments? Will people in secondments outside of PGC be able to be involved in consultation? What happens to their roles if their substantive roles get disestablished?

Anyone who holds a substantive role in one of the affected teams in PGC will be included in the consultation process.

We are assessing the best way to manage secondments while the consultation documents are being drafted.

We will provide updates to secondees if there will be any potential change to their secondments.

Will people need to reapply for their own roles?

Following consultation, where a decision is made to either:

- disestablish a position, or
- reduce the number of positions required in the new structure

People in those roles deemed 'affected' will - subject to having the relevant skills, knowledge and experience - have priority status for new positions in the structure.

There will be an Expression of Interest (Eoi) process for affected people to indicate their preference for any new, or existing positions, in the new structure.

Will there be an impact on my project and what will it be?

The ultimate goal of the Continuous Delivery model is to speed up the delivery of outcomes and reduce costs associated with traditional project management methodologies. In future, traditionally run projects will be the exception rather than the rule.

After our consultation has been completed and, as part of implementation planning, we will then assess:

- in-flight projects on a case-by-case basis to determine which could benefit from an immediate transition to our Continuous Delivery model, and
- which projects should be completed under their current project settings.

We will communicate with projects when we are starting those assessments to update them as to how this will be managed.

We can expect some impact on speed of delivery across PGC while the PGC Realignment outcomes are implemented. We have, and will continue to, work with our internal stakeholders to keep them updated.

Has the decision already been made to move to the Continuous Delivery model? If so, what are we consulting on?

We have been exploring better ways of working for quite some time, largely as a result of feedback from key internal customers and stakeholders.

The consultation will focus on why, when and how we propose to implement the new model, and the potential impacts on team sizes and structures.

Will I (or my team) be receiving any additional training while we transition to operate in a Continuous Delivery Model?

We are evaluating where, and what, additional training may be required, including:

- for individuals in new or substantially different roles who may have key skill gaps, and
- for teams who are working together in new ways.

This includes a range of implementation support options, including formal training, coaching, self-paced learning and communities of practice.

We will share more details as we progress.

What does a reduction in specialised roles mean and does the reduction in specialised roles mean a reduction in salary?

It is possible that the roles needed to ensure the success of Continuous Delivery may be different, and potentially less specialised than those we currently have. We will consult with you on any proposed new roles, or proposed changes to existing roles. Any new roles that are confirmed will need to be evaluated/sized accordingly.

Any new position proposed, as part of the consultation process will also include indicative sizing, noting that this may be subject to change once consultation feedback is received and decisions are made.

Have we informed the PSA / Are we working with the PSA?

The PSA are aware of the PGC Realignment project, and we are committed to providing the PSA with notification on change proposals so they can support and advise their members.

If you still have questions, please send them through to PGC.Realignment@kaingaora.govt.nz

From: [PGC Realignment](#)
Subject: PGC Email: Realignment Project Weekly Update - 2
Date: Thursday, 21 March 2024 2:01:51 PM
Attachments: [PGC Realignment Frequently Asked Questions 20 March 2024.pdf](#)
[image002.png](#)
[image003.png](#)

Kia ora koutou,

Here is the second of our regular email updates from the PGC Realignment Team that is being sent to all our people in roles within PGC, or people on secondment outside PGC but whose substantive role is with PGC. Note: Governance is not included as they now report to Greg Groufsky, DCE Government and Sector Relationships.

This week's update includes:

- An update from Rowan Macrae, General Manager PGC
- Update on the PGC Realignment progress
- The latest FAQs you asked us over the last week
- Going on leave – what you need to do
- A reminder of our support services available to you.

Update from Rowan Macrae

Update on PGC Realignment progress

The team are preparing consultation documents and design to take to the Chief Executive's Leadership Group for discussion and endorsement to proceed in line with the timelines we shared in our update on 14 March.

Update for Continuous Delivery teams:

- Rowan Macrae, General Manager PGC and Andy Walmsley, Director Organisational Improvement will be holding a session next week to update you on the Continuous Delivery model. Look for the invite coming soon.
- Following the release of the consultation documents in May, the Continuous Delivery Design team will hold drop-in sessions to take you through the proposed model and changes to how we will work.

Questions and answers

This week's FAQs are attached to this email.

Consultation prep – are you going on extended leave? Let us know

If your role is based in PGC (or you are on secondment, but your substantive role is in PGC) and you are going on extended leave, including annual leave, parental leave, planned sick leave or leave without pay (LWOP) this is what you need to do:

- Make sure your People Leader has your personal contact information - both email address and phone number.
- Send an email to PGC.Realignment@kaingaora.govt.nz with the dates you are going on leave and your personal contact information.
- If you are a People Leader, ask your team to complete the above actions. If someone in your team is already on extended leave, contact them to collect this information and let them know that you will send it to the PGC Realignment email on their behalf.

We need this information in case we need to consult with you on any changes, whilst you are away from work. This information will only be kept while the PGC Realignment Project is in place and will be destroyed afterwards.

Support with navigating change

The [Navigating Change](#) page has been set up to provide you with all our information on support services available to you. It is being updated regularly with more resources to support you and your team members / colleagues.

We all respond to change differently, so it is important to act with Manaakitanga and seek help if you are feeling worried, overwhelmed or out of sorts.

Do you have a question?

Email them through to PGC.Realignment@kaingaora.govt.nz

From: [PGC Realignment](#)
Subject: PGC Realignment – Update 3
Date: Wednesday, 27 March 2024 2:26:59 PM
Attachments: [image001.png](#)

Kia ora koutou,

Welcome to our third email update from the PGC Realignment team. This email has update has information on an Umbrella Wellbeing seminar that you are invited to attend.

This is our final PGC Realignment update, as some teams will start consultation in the next couple of weeks. It will then move to team-specific updates from the PGC Realignment team.

This week's update includes:

- Progress update on the PGC Realignment work.
- Umbrella Wellbeing Sessions coming soon.
- Reminder of what you need to do if you're going on extended leave.
- A reminder of our support services available to you.

Update on PGC Realignment progress

The PGC Realignment team are in the final stages of preparing consultation documents to share with the Chief Executive's Leadership Group for discussion and endorsement. We're still on track with the timelines we shared in our update on 14 March.

Reminder for Continuous Delivery teams:

- Rowan Macrae, General Manager PGC and Andy Walmsley, Director Organisational Improvement will be holding a session at 12.30-1pm on Thursday, 28 March to update you on the Continuous Delivery model. You should have received a meeting invite – if you haven't received the invite, contact us at PGC.Realignment@kaingaora.govt.nz.
- The Continuous Delivery Design team will hold drop-in sessions following the release of the consultation documents in May, to take you through the proposed model and changes to how we will work.

Supporting You Through Change - Umbrella Wellbeing Seminar Coming Soon

To support you, we're offering a session for all PGC on 18 April. This 60-minute seminar will focus on change readiness and will cover:

- managing your mindset.
- adopting a compassionate stance to support yourself and others.
- focusing on what you can control.

This seminar will be via Zoom and will be facilitated by Dr Barbara Rysenbry - Registered Clinical Psychologist.

We encourage you to attend the seminar. Here's the [link to secure your spot](#). If you haven't used the Learning Management System (LMS) in a while you may need to click the link twice.

Note: These sessions are being run by Umbrella Wellbeing and are focused on general tips on navigating change. There will be no update in these sessions specific to any proposed internal change, and any questions on this should be directed to PGC.Realignment@kaingaora.govt.nz.

IMPORTANT REMINDER: If you are going on extended leave? We need to know

If your role is based in PGC (or you're on secondment, but your substantive role is in PGC) and you're going on extended leave, including annual leave, parental leave, planned sick leave or leave without pay (LWOP) **this is what you need to do:**

- Make sure your People Leader has your personal contact information - both email address and phone number.
- Send an email to PGC.Realignment@kaingaora.govt.nz with the dates you're going on leave and your personal contact information.

Support with navigating change

Our [Navigating Change](#) page is being updated regularly with more resources to support you and your teams in preparing for change, and wellbeing through change.

Latest updates:

- Andrew McKenzie's online session with People Leaders can be viewed [here](#).
- Atamai article on [what to expect from EAP Services](#).

Do you have a question?

Email it through to PGC.Realignment@kaingaora.govt.nz

From: [PGC Realignment](#)
Subject: PGC Realignment – Update 3 for People Leaders
Date: Wednesday, 27 March 2024 2:15:36 PM
Attachments: [image001.png](#)

Kia ora koutou,

Welcome to our third email update for People Leaders from the PGC Realignment Team. This email update has information on the upcoming Umbrella Wellbeing sessions about Leading Through Change that all People Leaders are recommended to attend. A separate email will go to all of PGC to give a heads up about a separate Umbrella Wellbeing seminar that your teams can attend.

This is our final PGC Realignment update, as some teams will start consultation in the next couple of weeks. It will then move to team-specific updates from the PGC Realignment team.

This week's update includes:

- Progress update on the PGC Realignment work.
- Leading Through Change - Umbrella Wellbeing Sessions for People Leaders.
- Reminder of what you need to do if you're going on extended leave.
- A reminder of our support services available to you.

Update on PGC Realignment progress

The PGC Realignment team are in the final stages of preparing consultation documents to share with the Chief Executive's Leadership Group for discussion and endorsement. We're still on track with the timelines we shared in our update on 14 March.

Reminder for Continuous Delivery teams:

- Rowan Macrae, General Manager PGC and Andy Walmsley, Director Organisational Improvement will be holding a session at 12.30-1pm on Thursday, 28 March to update you on the Continuous Delivery model. You should have received a meeting invite – if you haven't received the invite, contact us at PGC.Realignment@kaingaora.govt.nz.
- The Continuous Delivery Design team will hold drop-in sessions following the release of the consultation documents in May, to take you through the proposed model and changes to how we will work.

Leading Through Change - Umbrella Wellbeing Sessions

To support our PGC People Leaders we're offering Leading Through Change sessions run by Umbrella Wellbeing. These sessions are designed to:

- raise awareness,
- spark useful conversations and,
- provide People Leaders with practical tips for navigating through change.

There are four sessions to choose from, each covering the same content, so you can select the time that suits you best. Each session is two hours via Zoom and will be facilitated by Dr Barbara Rysenbry - Registered Clinical Psychologist. There will be a chance to ask questions and interact with others via break-out rooms - so consider how to best set yourself up for this, and where you might be dialling in from.

In this two-hour session we will cover:

- The common ways people may respond to change.
- An explanation of the science underlying responses to change.
- Making self-care a priority.
- The important role of leaders in supporting team members through change, encompassing:
 - creating a psychologically safe and supportive environment
 - effective leadership strategies to help team members prepare for and navigate change, and
 - skills to support team members' wellbeing and optimise their ability to adapt to change.

We recommend all People Leaders attend this session so you can be well equipped to support your people through this time. We'll have more information coming soon, along with a link to secure a spot.

Dates and times for People Leader sessions

- Thursday 4 April – 1pm-3pm
- Monday 8 April – 10am-12pm
- Friday 12 April – 1pm-3pm
- Monday 15 April – 10am-12pm

Here's the [link to book to attend one of the sessions](#). If you haven't used the Learning Management System (LMS) in a while you may need to click the link twice.

Sessions for your team

There will also be a session for all PGC on 18 April. This will focus on change readiness and will cover:

- managing your mindset
- adopting a compassionate stance to support yourself and others
- focusing on what you can control.

Please encourage your team to attend this session.

Note: These sessions are being run by Umbrella Wellbeing and are focused on general tips on navigating change. There will be no update in these sessions specific to any proposed internal change, so any questions around this should be directed to

PGC.Realignment@kaingaora.govt.nz.

IMPORTANT REMINDER: If you or someone in your team is going on extended leave? We need to know

If your team is based in PGC (or includes people who are on secondment, but whose substantive role is in PGC) and you're aware of people who are going on extended leave, including annual leave, parental leave, planned sick leave or leave without pay (LWOP) **this is what you need to do:**

- Ask them to send an email to PGC.Realignment@kaingaora.govt.nz with the dates they're going on extended leave and their personal contact details. You can also do this on their

behalf, if they agree, and/or advise the PGC Realignment team of any other relevant information they should have on record.

Support with navigating change

Our [Navigating Change](#) page is being updated regularly with more resources to support you and your teams in preparing for change, and wellbeing through change.

Latest updates:

- Andrew McKenzie's online session with People Leaders can be viewed [here](#).
- Atamai article on [what to expect from EAP Services](#).

Do you have a question?

Email them through to PGC.Realignment@kaingaora.govt.nz



Continuous Delivery

PGC Realignment Project

March 2024



Tūwhera

Whiria te pō, te pō whiri mārama
Tomokia te ao, te ao whatu tāngata
Haumi e, hui e, tāiki e!

Opening

Let us navigate uncertainty to seek understanding
Through understanding we shall be united
We are drawn together, affirm!

Agenda

Ana Vaney

Manager – Advisory Services



Introduction



Recap of Continuous Delivery



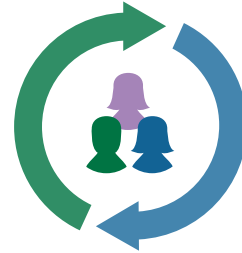
Questions and Answers



Accessing Support

Introduction

Rowan Macrae
General Manager – People,
Governance & Capability



Why we need to make changes



Our current environment



The opportunities and challenges ahead



Value Management

Roadmaps and Significant Investments

Direction Setting

- Strategies
- Statement of Performance Expectations
- Statement of Intent
- Strategic priorities
- Letter of Expectation

Chief Executive Leadership Group

Goals, Priorities & Resources

Public and Supported Housing and Communities



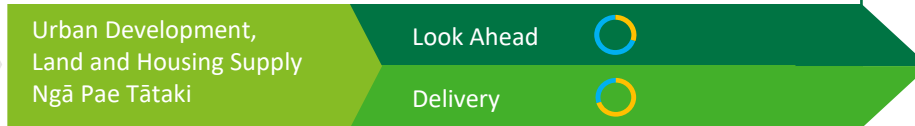
Asset and Maintenance



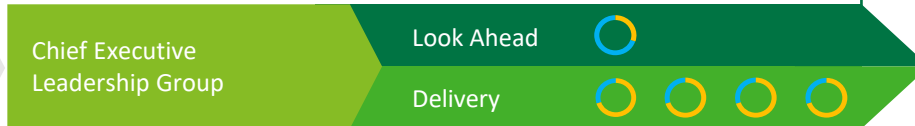
Housing Growth and Renewal



Urban Development and Home Ownership



Enterprise Services



Roadmaps

Customer Satisfaction	Standardised Team Measures
Healthy homes	
Housing Stock	
Land released to market Homes purchased	
Employee Experience	
Flow	
Quality	
Efficiency	
Cost	
Team Satisfaction	

Feedback loops

Capability

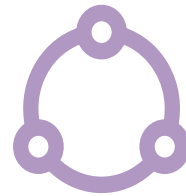
Questions & Answers

Rowan Macrae

General Manager – People,
Governance & Capability

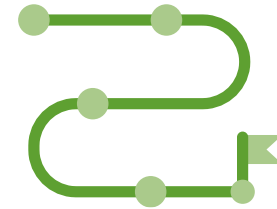
Andy Walmsley

Director – Organisational Improvement



Better Together

Continuous Delivery will propose a different structure to what we have today and you will be consulted with on that.



Timeframes

The PGC realignment team is still intending to commence consultation in the first week of May

Support is available

Rowan Macrae
General Manager – People,
Governance & Capability

Andy Walmsley
Director – Organisational Improvement

Navigating change

The Navigating Change page on Atamai is your one source of all information on support services available during change



EAP is confidential counselling and is available 24/7 via 0800 327 669 (0800 EAP NOW), or you can make an appointment online



Clearhead (through UniMed) have a network of mental health professionals (counsellors, psychologists, psychotherapists) to provide you with confidential support when your need it

Whakakapi

Kua whiria te pō

Kua tomokia te ao

Kia puta ai ki te whai ao, ki te ao mārama

Haumi e, hui e, tāiki e

Closing

We have navigated uncertainty

We have gained further understanding

We are drawn together, affirm!